

EYES ONLY

15 November 1954

MEMO FOR THE RECORD OF THE CLARK COMMITTEE

The half-day today spent with the ONE Board was tempered insofar as Colonel Miller's questioning was concerned since he had been advised beforehand that this was a preliminary exposure and that later in December a full week would be devoted to the inner workings of this office.

However, those questions that Colonel Miller asked during the course of the discussion could be broken down into the following categories:

- a. Colonel Miller was again concerned with the "pick and shovel members of the IAC agencies", competency to make a proper estimate and/or their prerogative in establishing an independent view which might necessarily contradict the consensus. Colonel Miller wanted to be assured that CIA did not "browbeat" contributors to an estimate in order to fall into line with our thinking, but that each member had an equal share in the ultimate formation of the end product. One question he asked in particular was, "Are the assumptions in your estimates objective?".
- b. Colonel Miller professed his ignorance as to the ultimate or intended consumers of estimates, the methods and means of initiating an estimate and the acceptance of the findings of an estimate by the interested consumers.
- c. In his hunt for "problems", Miller and McGruder both tried to pin down Mr. Kent as to "How often were insignificant estimates put out in order to meet a deadline?" and "Given more time could you prepare better, more accurate estimates?". Colonel Miller had the erroneous impression that a definite period of time was required for the publication of a complete estimate and that anything published short of that period of time was done so merely as an accommodation to the deadline set - hence, an incomplete product.
- d. Mr. Kent performed a very necessary and professional service by pointing out to Colonel Miller and McGruder the important contributions made to estimates through the combined efforts of other offices of CIA, especially OO. This seemed, in part, to satisfy some of Colonel Miller's earlier misgivings as to the mass of paperwork produced and their end worth by virtue of his first weeks exposure to OO.

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